FY2012 Performance and Accountability Report

Montgomery County Department of Technology Services

CountyStat

DTS Alignment to County Priority Objectives

Montgomery County Priority Objectives

- A Responsive and Accountable Government
- Affordable Housing in an Inclusive Community
- An Effective and Efficient Transportation Network
- Children Prepared to Live and Learn
- Healthy and Sustainable Communities
- Safe Streets and Secure Neighborhoods
- A Strong and Vibrant Economy
- Vital Living for All of Our Residents

DTS Headline Performance Dashboard

Headline Performance Measure	FY11 Results	FY12 Results	Performance Change
Number of minutes identified Information Technology (IT) systems are out of service	4,173	2,850	⬆
Number of email messages sent and received by County email account holders (in millions)	81.2	85.6	⬆
Number of email messages filtered or blocked from entering County email account holders inboxes (in millions)	64.1	59.8	⬌
Average number of seconds to serve a web page	0.49	0.50	⬌
Percent of DTS Help Desk requests that are resolved on the first call	97.80%	95.95%	⬇
Percent of customers satisfied with Cable Office complaint handling	96%	97%	⬆
Average number of workdays to complete telecom requests	11.18	11.51	⬇
IT Security - Average system security vulnerabilities per device	52.2	49.9	⬆
Project Management - Project budget performance: percent cost over baseline budget	-0.20%	0.00%	⬌
Project Management - Project schedule performance: average days past baseline project end date	+11.8	+7.83	⬆
Transmission Facilities Application Process: Average number of days to process applications for siting wireless towers	23	27	⬇

DTS At A Glance

What Department Does and for Whom	How Much / How Many

DTS Core Function

DTS, along with its partners in the County's Operating Departments, is responsible for the successful introduction of information technology (IT) to support MCG's strategic goals, as well as the tools and infrastructure needed to deliver world-class services to County residents, its workforce, its retirees, and all County constituents. DTS provides ongoing support to major enterprise programs including ERP, MC311, IJIS and PSSM.

- **Budget: $42,278,250; Work Years (WYs): 128.1**
  - General Fund: $25,649,440; 101.6 WYs
  - Cable Fund: $ 11,813,340; 26.5 WYs
  - DCM NDA: $4,815,470; 0 WYs
- Five (5) worksites
- One (1) Enterprise datacenter
- Two (2) Public Safety datacenters

Enterprise Systems and Operations (ESOD)

Design, implement and maintain a secure and reliable computer-based hardware, software, and data infrastructure for County business systems and County staff. Operate a highly virtualized server infrastructure providing significant performance and capacity gains.

- **Budget: $11,040,570; WYs: 28.0**
- 565 servers
- 88 Single Sign On applications
  - serving 22 departments
- 152 Enterprise Services Bus exchanges
  - serving 19 departments
- Enhanced Enterprise System monitoring

Enterprise Telecommunications and Services (ETSD)

Design, deliver, implement and support network, voice and other communications solutions for County Government departments and numerous Agencies. Supported the Public Safety Headquarters project with voice, data and radio communications implementation services. Supported the build out and operations of FiberNet.

- **Budget: $4,090,670; WYs: 12.0**
- 340 FiberNet sites
- 410 Sites with voice and data service
- 13,617 Phone extensions including HOC
- 7,871 Voicemail boxes
- 11 Radio Transmitter-Receiver Sites

Enterprise Applications and Solutions (EASD)

Deliver and maintain communication solutions through core business, web-based applications and geographic information solution services; oversight of Desktop Computer Modernization (DCM) and the County's IT Help Desk. Lead the Web Portal redesign, deploy new web content management system, and develop new governance and web site standards. Re-initiate the desktop PC and laptop replacements and completed a Mobile Computing Pilot Project.

- **Budget: $4,924,180; WYs: 34.3**
  - General Fund: $4,924,180; WYs: 34.3
  - DCM NDA: $4,815,470; 0 WYs: 0.0
- 28,223 Help Desk calls received
- 995,211 Security patches applied
- (Avg) 119 Patches deployed per PC supported
- 99,894,276 Web Portal page views
- 10,044,100 Web Portal unique visitors
- 4 quarterly Geo Loads completed for Public Safety
- Deployed bag tax application
- Conducted tablet pilot

DTS At A Glance (cont.)

| What Department Does and for Whom	How Much/How Many
Office of Cable and Broadband Services Manage the County's three cable television franchises and the Cable Communications Plan to ensure funding for quality Public, Educational, and Governmental (PEG) programming, FiberNet, and franchise enforcement; represent the County's and consumers' interests in cable, broadband and telecommunications in federal and state proceedings; seek and implement broadband access and literacy grants; and facilitate the management and coordination of wireless transmission facilities siting.	• **Budget: $ 11,813,340; WYs: 26.5** • 209 Wireless site requests processed • 25 percent of cable construction sites inspected achieving 90 percent code compliance rate • 1,315 Cable complaints handled with a 97 percent consumer satisfaction rate • $66,709 in refunds and credits obtained for cable and broadband subscribers
Enterprise Project Management Office (EPMO) Provide project management support for the development and delivery of County technology solutions. Facilitate technology project intake review by applying a balanced scorecard approach. Lead openMontgomery visioning, design and pilot implementation. Lead implementation and support operations of the Integrated Justice Information System (IJIS).	• **Budget: $2,302,960; WYs: 9.4** • 7 dataMontgomery datasets published • 10 IT projects reviewed during IT Review • 9 IT Projects assessed during CIO Approval process • 3 Department Technical Operations Managers (TOMG) meetings held • Deployed phase I of Corrections & Rehabilitation Information Management System (CRIMS)
Office of the Chief Information Officer (CIO) Provide technology leadership, allocation of resources, policy development and oversight of all programs of the Department and County government Information Technology initiatives. Enterprise Information Security Office (EISO) performs risk assessments, develops security policies & procedures, manages data security protection tools, and provides security training.	• **Budget: $3,291,060; WYs 17.9** • 63 IT contracts managed • 472 Enterprise Security vulnerability scans performed • 13 significant eDiscovery requests fulfilled • 2,677 Telework and remote access users supported • openMontgomery program visioned and designed
CIP Programs – Enterprise Technology Components Lead technical implementation and support operations of the Technology Modernization (TechMod) Program, including ERP and technical Infrastructure implementation. Lead program development and system implementations of the Public Safety Systems Modernization (PSSM) Program.	• **Budget: CIP; WYs 22.0 (CIP)** • 74 ERP Interfaces developed/updated • 832 Fire & Rescue Portable Radios replaced • ERP Business Intelligence prototype developed

Headline Performance Measure 1: Number of minutes identified Information Technology (IT) systems are out of service.

Performance Trends
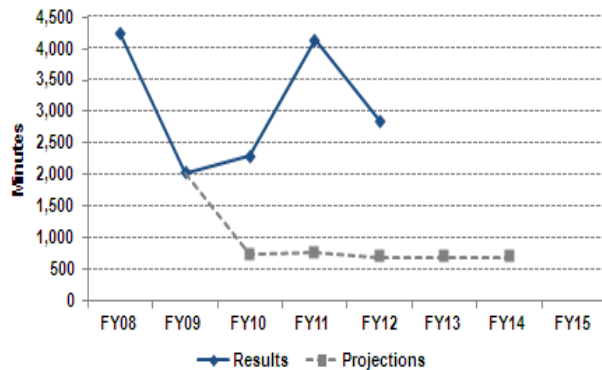
	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Results	4,238	2,039	2,294	4,137	2,850			
Projections			745	775	700	700	700	

Factors Contributing to Current Performance

- Completion by DGS of the Data Center power and cooling project
- Ongoing server software upgrades and hardware replacements
- Continual Server monitoring and proactive incident avoidance

Factors Restricting Performance Improvement

- Pepco power issues
- DGS learning curve with new power and cooling architecture and design
- DTS still catching up from deferred server maintenance while the data center capacity was constrained
- DTS staffing constraints

Performance Improvement Plan

DTS has proposed replacing this measure with a measure on Enterprise Applications System Availability. It is the availability of the applications that is the important measure. For the past year DTS has been measuring the following enterprise systems against an availability uptime target of 99.5%:

- ERP's Oracle EBS system
- ERP's Oracle EBS self-service system
- MC311 system
- MC311 self-service system
- MCG Internet Portal
- Department of Recreation's Class system

Each of the systems over the past year has surpassed that uptime target.
To improve performance, DTS will continue server software upgrades and hardware replacements, and continue to refine the automated monitoring of systems for accurate reporting and take proactive actions to prevent system outages.
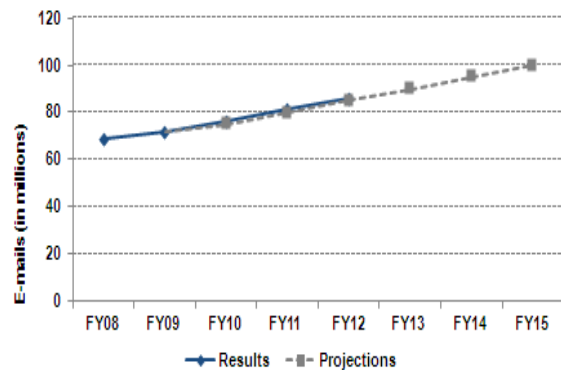
Headline Performance Measure 2: Number of email messages sent and received by County email account holders (in millions)

Performance Trends

	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Results	68.7	71.6	76.3	81.2	85.6			
Projections			75	80	85	90	95	100

Factors Contributing to Current Performance

- System designed for high availability
- Continual Server monitoring, preventive maintenance and proactive incident avoidance

Factors Restricting Performance Improvement

- Age and capacity limits of existing servers
- Cost of new server hardware & software
- PCs with old versions of e-mail client software

Performance Improvement Plan

DTS is in the initial planning stages for a move to a cloud-based solution for e-mail. DTS has received high level vendor demonstrations and has contacted regional government reference sites. In addition to increased capacity and functionality, the move will also improve the Disaster Recovery ability of the County's e-mail service. DTS has visited alternative commercial primary/back-up data regional centers and is preparing a recommendation to the CAO.

Headline Measure 3: Number of email messages filtered or blocked from entering County email account holders inboxes (in millions)

Performance Trends

DTS has proposed removing this headline measure. The number of email messages filtered or blocked does not measure security effectiveness.

Alternative measures are being collaboratively developed with CountyStat to better reflect department performance.

Factors Contributing to Current Performance	Factors Restricting Performance Improvement

Performance Improvement Plan

Headline Measure 4: Average number of seconds to serve a web page

Performance Trends
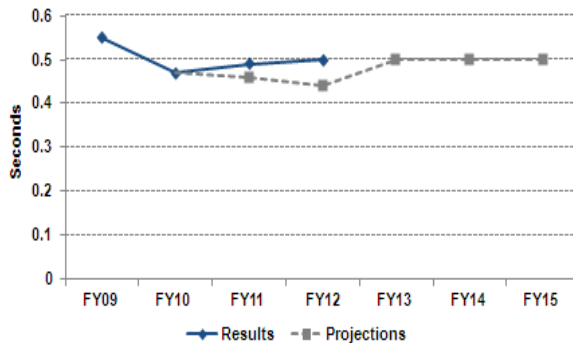
	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Results	0.55	0.47	0.49	0.50			
Projections		0.47	0.46	0.44	0.50	0.50	0.50

Factors Contributing to Current Performance

- Release of the new web portal
- Design approach geared for ready mobile device support
- Ongoing server software upgrades and hardware replacements
- Continual Server monitoring and proactive incident avoidance

Factors Restricting Performance Improvement

- New web portal design will take time for Departments to convert their pages to new platform
- Lack of funding to migrate of older departmental applications to more modern architectures and technologies

Performance Improvement Plan

DTS has provided all departments with a new Web Portal design and a new content management system that facilitates the construction of more advanced, graphically rich websites. The new portal was successfully launched with migration to the new architecture and is being proliferated ongoing basis as DTS assists the departments in converting their pages and websites to the new architecture with all available resources and time.

DTS will migrate the Web Portal to the latest virtualization software and newer server hardware.

DTS is working with departments to migrate their older applications to the latest architecture which will improve security and reliability.
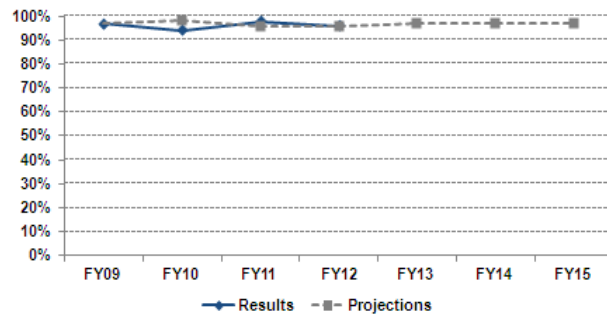
Headline Measure 5: Percent of DTS Help Desk requests that are resolved on the first call

Performance Trends

	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Results	94.1%	97.0%	94.1%	97.8%	96.0%			
Projections			98.0%	95.5%	95.5%	97.0%	97.0%	97.0%

Factors Contributing to Current Performance

- Development & proactive upkeep of Response Plans for Enterprise and Departmental systems
- Performing proactive outreach via Mobile Computing fairs
- Self-service password reset service

Factors Restricting Performance Improvement

- Limited resources from past budget reductions
- Certain calls require escalation to Tier II and Tier III support not provided by the central DTS-managed IT Help Desk
- A small number of calls require desk-side visits to address hardware issues, training issues. etc.

Performance Improvement Plan

DTS works continuously with its DCM vendor to assess opportunities to maintain / improve customer service levels, including first call resolution. Efforts being considered include additional training for help desk staff and review of existing response plans to assure that they're current and contain the appropriate procedures.

DTS is making a concerted effort to improve services by requesting that all clients open a ticket with the IT Help Desk. We regularly analyze the types of calls the Help Desk is receiving in order to identify systemic issues and gradually degrading service times to identify hardware failure or need for remedial actions and maintenance. Through this process DTS is also able to identify if written instructions and or training is needed by our users in specific areas. Occasionally we are able to identify needs for process improvements in the way the Help Desk handles calls even more effectively.

DTS has also instituted a VIP list that tells the Help Desk analyst that the caller is an important or critical user of DTS services and this has resulted in our ability to provide extra customer care and above average follow up. As a result we have received several accolades and acknowledgements of good customer service.

Headline Measure 6: **Percent of customers satisfied with Cable Office complaint handling**

Performance Trends
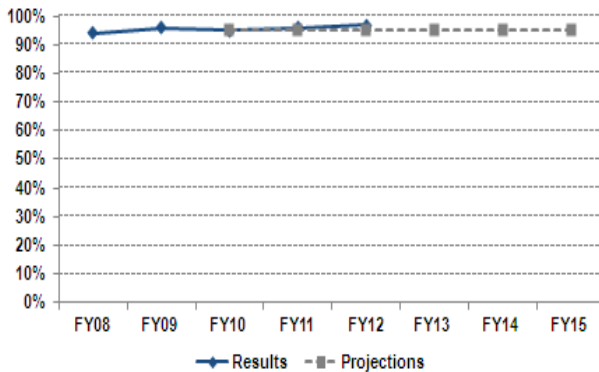
	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Results	94%	96%	95%	96%	97%			
Projections			95%	95%	95%	95%	95%	95%

Factors Contributing to Current Performance

- Strong staff commitment to serve consumers
- Enforceable customer service standards

Factors Restricting Performance Improvement

- Responsiveness of cable operator in areas where no enforceable requirement exists
- Power outages affecting delivery of cable and broadband services
- Federal preemption of local regulatory authority

Performance Improvement Plan

DTS plans to expand consumer educational outreach to make county residents more aware of complaint resolution services offered by the County, update information available on Cable &-Broadband Office website, use MC311 as a complaint intake tool, and implement an on-line satisfaction survey tool in the next 6 months.

Headline Measure 7: Average number of workdays to complete telecom requests

Performance Trends
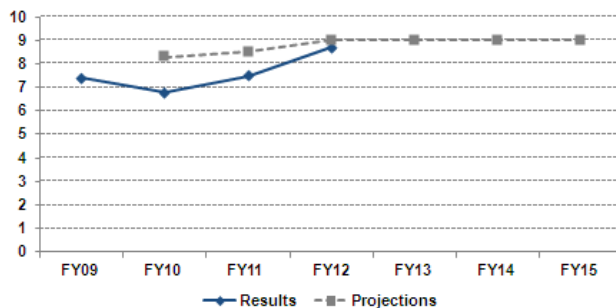
	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Results	7.4	6.8	7.5	8.7			
Projections		8.3	8.5	9.0	9.0	9.0	9.0

Factors Contributing to Current Performance

- An automated service request system that enables the customer to submit requests
- An automated call distribution system that routes calls to available service representatives
- Monitoring of service request queues and follow up

Factors Restricting Performance Improvement

- Previous staff reduction through attrition
- Newly assigned staff's limited experience
- Multiple major projects competing for resources

Performance Improvement Plan

The Enterprise Telecommunications Services Division (ETSD) continues to be responsive to telephone and radio communications needs. Like other units in DTS and the government, they are stretched to provide the levels of service equal to those provided in the past. To make this possible, DTS has shifted some resources to fill resource gaps in the division and continues to monitor all operating units to see where additional resources are needed.

To improve performance DTS will
- Expand the capabilities of the automated service request system
- Provide staff training in telecom best practices and emerging trends
- Incorporate industry standard quality of service, and quality assurance practices into the intake process
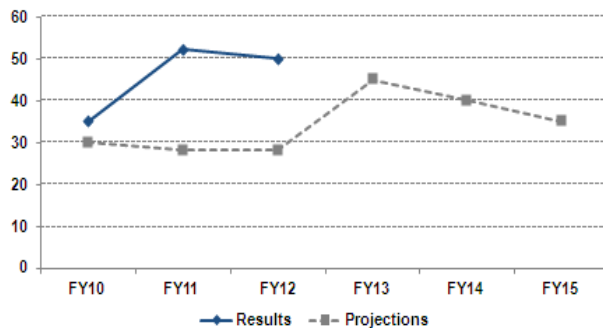
Headline Measure 8: IT Security - Average system security vulnerabilities per device

Performance Trends

	FY10	FY11	FY12	FY13	FY14	FY15
Results	35.0	52.2	49.9			
Projections	30.0	28.0	28.0	45.0	40.0	35.0

Factors Contributing to Current Performance

- Restart of PC replacements will move County to newer and safer Microsoft Operating Systems
- Multi-faceted approach to IT Security leveraging multiple software tools and industry best practices
- Increased focus and additional tools for patching PCs with security patches

Factors Restricting Performance Improvement

- Large base of older PCs with older operating system
- Departments have responsibility to patch their non-seat (non DCM) machines, servers and other hardware
- Limited resources limit ability to increase focus and increase department outreach to realize bigger gains County-wide

Performance Improvement Plan

DTS is planning to continue to improve ways of patching and remediating the County's large number of PCs and improve the multiple tools and components in the program with newer virus software, multiple patching methods as well as border security improvements with email spam and virus filtering, browsing filters and security scans.

One specific area of improvement that is planned is the restoration of funds to reestablish the County-wide Security Awareness Training Program.

Another area of improvement planned is tighter management of Java versions on County PCs. DTS will be rolling out the latest Java versions and removing older versions.

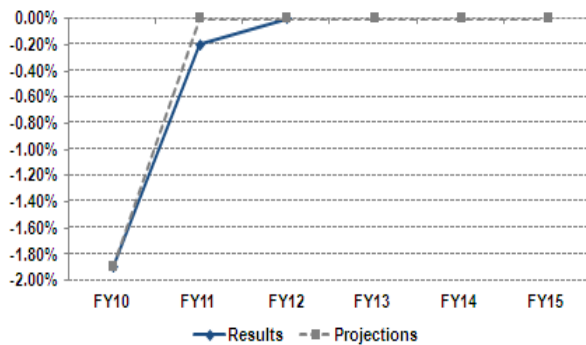DTS is also focused on the continued replacement of oldest PCs.

Headline Measure 9: Project Management – Project Budget Performance: Percent Over Baseline

Performance Trends

	FY10	FY11	FY12	FY13	FY14	FY15
Results	-1.9%	-0.2%	0%			
Projections	-1.9%	0%	0%	0%	0%	0%

Factors Contributing to Current Performance

Information to be provided by DTS.

Factors Restricting Performance Improvement

Information to be provided by DTS.

Performance Improvement Plan

Information to be provided by DTS.

13

Headline Measure 10: Project Management – Project schedule performance: Average days past baseline project end date

Performance Trends

	FY10	FY11	FY12	FY13	FY14	FY15
Results	4.8	11.8	7.83			
Projections	6	6.6	5	5	5	5

Factors Contributing to Current Performance

Information to be provided by DTS.

Factors Restricting Performance Improvement

Information to be provided by DTS.

Performance Improvement Plan
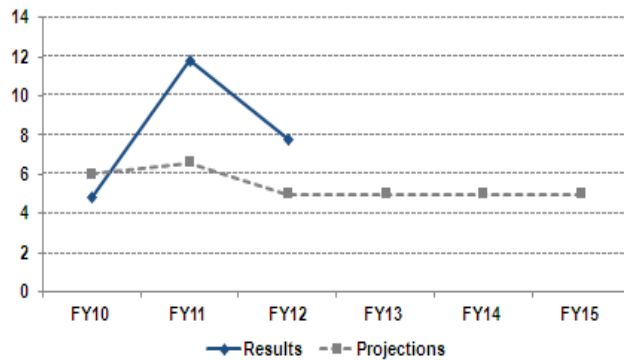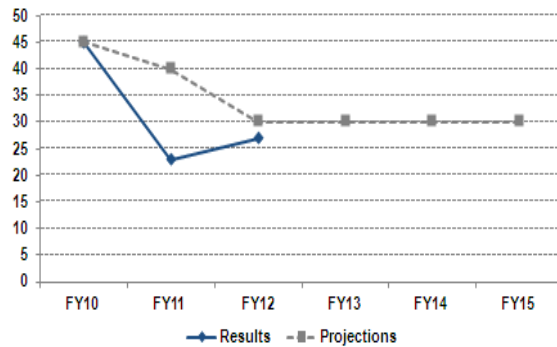
Information to be provided by DTS.

Headline Measure 11: Transmission Facilities Application Process: Average number of days to process applications for siting wireless towers

Performance Trends

	FY10	FY11	FY12	FY13	FY14	FY15
Results	45	23	27			
Projections	45	40	30	30	30	30

Factors Contributing to Current Performance	Factors Restricting Performance Improvement
• Providing information about regulatory process requirements on website • Streamlining regulatory review process to enable application processing in 30 days • Dismissing incomplete applications if not corrected within 5 days of filing	• Recession-related reductions in new telecommunications facilities deployment and build out • Limited technological advances requiring changes to 3G/4G capable antennas • Explosive growth of mobile broadband services

Performance Improvement Plan

DTS plans to work with the Maryland-National Capital Park and Planning Commission to:

1. Address the need to rezone areas where growth is anticipated, including portions of the Agricultural Reserve

2. Create more places where antennas may be collocated or antennas place by right.

The need to place new antennas will grow in FY15-17 as new smart phone technology enables expanded delivery of mobile broadband services. DTS will develop methods to project this growth and identify the areas most likely to be affected and then proactively create more planned areas designed to support deployment of wireless facilities.

> **Responsive and Sustainable Leadership:**
>
> Responsive and Sustainable Leadership has been the cornerstone of the County Executive's vision for Montgomery County government. To advance this vision, we have identified eight overarching goals for all County departments:

1) Effective and Productive Use of the Workforce/Resources:
Department actively works to effectively and productively use its workforce/resources, including, but not limited to, better management of overtime, implementation of productivity improvements, reduction of ongoing costs, and efficient use of other resources.

a) *34% increase in average overtime hours used by all approved positions.*
    (Source: Department provides and CountyStat validates)

b) *XX% increase/decrease in average Net Annual Work hours worked by all approved positions*
    (Source: data/information not available yet)

2) Internal Controls and Risk Management:
Department actively assesses its internal control strengths, weaknesses, and risks regarding compliance with laws, regulations policies and stewardship over County assets. Department reviews and implements Internal Audit recommendations in a systematic and timely manner, and proactively manages risk pertaining to improving workplace safety, decreasing work-related injuries, and reducing County exposure to litigation.

a) *50% of 2 Audit report recommendations were fully implemented since issuance of the audit report*
    (Source: Internal Audit will provide to CountyStat)
b) *N/A – No work related injuries in FY11 or FY12.*

3) Succession Planning:
Department actively plans for changes in its workforce, in order to maintain continuity of services, develop staff capabilities, maintain and/or transfer knowledge, and enhance performance.

a) *List all the key positions/functions in your department that require succession planning (Under Construction)*

b) *XX% of those identified key position/functions have developed and implemented long-term succession planning (Source: Department) (Under Construction)*

The Department of Technology Services actively and continually reviews workforce skills to maintain resources that will provide for long-term, progressive performance. Our efforts began several years ago with a department-wide skills assessment and have continued on a routine basis as part of our frequent staffing matrix discussions at leadership meetings. DTS maintains a succession plan and identifies staff backup and rotation needs in all operating units.

4) Mandatory Employee Training:
Department systematically monitors and actively enforces employees' mandatory and/or required trainings.

81% of department's employees who have fulfilled mandatory County/State/Federal training requirements (Source: Department)

5) Workforce Diversity and MFD Procurement:

Department actively participates in the recruitment of a diverse workforce and enforcement of MFD procurement requirements.

Workforce Diversity: refer to or attach summary yearly report prepared by OHR
(Source: Department provides and CountyStat validates)

	African Amer	Native Amer	White	Asian	Hispanic	Other
DTS	17%	0%	53%	24%	3%	3%

MFD Procurement: refer to or attach summary yearly report prepared by DGS
(Source: Department provides and CountyStat validates) (Link to report)

6) Innovations:

Department actively seeks out and tests innovative new approaches, processes and technologies in a quantifiable, lean, entrepreneurial manner to improve performance and productivity.

Total number of innovative ideas/project currently in pipeline for your department, including the ones initiated in coordination with the Montgomery County Innovation Program.

DTS continues to demonstrate the ability to be innovative in technical areas as well as business integration and support. This was clearly demonstrated in the continued Digital Counties recognition, which focused on the use, prioritization and demonstration of Technology assisted innovation in business outcomes and technology designs and operations

The Cable & Broadband Services Office is also piloting innovative new uses of video as means to promote technology applications, engagingly present accomplishments as part of awards ceremonies, and enable mobile viewing of live video and short clips on smart phone devices.

DTS has been active in exploring cloud technologies and has introduced new cloud support services while enhancing the IT Review process to encourage the departments to consider cloud solutions. During the year a number of security services were successfully moved to the cloud. DTS has engaged two promising cloud vendors and is showcasing their services. The first one relates to open government and more specifically open data. DTS has started a pilot with the leading open data cloud provider, Socrata. The second one relates to our office support, where DTS has started pilots for e-mail cloud services with Microsoft and Google.

7) **Collaborations and Partnerships**:
Department actively participates in collaborations and partnerships with other departments to improve results beyond the scope of its own performance measures. Please only list accomplishments that had positive results for other department(s) as well.

a) Total $$ saved by through collaborations and partnerships with other departments

b) List your accomplishments and/or expected results (Source: Department)

All Departments – DTS aligned its strategies, architectures and operations management with those of the Information Technology Policy Advisory Committee (IPAC) and the departmental Technology Operations Management Group (TOMG) to achieve the following program goals:
1. *Developed strong work relationships with departmental technology and business managers*
2. *Created formal communications processes for similar functions (operations & security) between DTS and Department staff*
3. *Developed governance model and initial efforts on the design of a sustaining organization to ensure standardization and formalization of common processes for the long term*
4. *Successfully supported programs in MC311, CountyStat, ERP, DLC, PSHQ, MCPL, DPS and other departments*

Public Safety Departments – Public Safety System Modernization Program (PSSM)
DTS is leading the PSSM Program, which achieved the following milestones and accomplishments in FY 2012:
- *The PSSM Program Charter was approved by the PSSM ESC. The Program Charter provides a preliminary delineation of roles and responsibilities, outlines the overall program objectives, identifies the main stakeholders, and defines the authority of the program manager.*
- *Project Charters for FSA, CAD, and Radio Infrastructure were approved by the PSSM ESC. The project charters are a statement of the scope, objectives, measurable key success criteria, and participants on the project team.*
- *800 Mhz rebanding for the radio system was completed.*
- *Global positioning timing component of the radio infrastructure was replaced.*
- *A mobile computer assessment was completed to identify the most economic fit to better meet the business needs of MCPD, MCFRS, and the Sheriff.*
- *The PSSM Program Readiness Assessment was completed through Gartner Corporation.*
- *The PSSM Program Validation Study was completed. Overall program assessment found each of the projects to be aligned with the County's priorities and the prioritization level of the projects to be justified.*

County Agencies
1. *Maryland National Capital Park and Planning Commission (MNCPPC) (on-going) – Joint program to address inter-agency use, strategy and enterprise advancement of Geographical Information Systems (GIS)*
    a. *Completed the GIS Strategic Plan across all Montgomery County agencies*
    b. *Implemented the GIS User Governance Board*
2. *Public Schools (on-going)*
    a. *Ongoing development of FiberNet requirements and prioritization for the completion of MCPS Elementary Schools for high speed, improved bandwidth to central IT systems.*
3. *Public, Educational, Governmental (PEG) Governance Board (On-Going)*
    a. *Continued collaboration with MCPS, Montgomery College, Montgomery Community Media, Rockville and Takoma Park to support joint equipment procurement, interoperability, resource sharing and grant and foundation funding opportunities.*
    b. *Coordinate annual goal development and focus (similar to Senior initiatives)*
4. *Transmission Facilities Coordination (on-going)*
    a. *Inter-agency support and coordination of communications tower application review and processing for new projects and commercial ventures.*

Collaborations and Partnerships: continued

Inter-Governmental
1. *One Maryland Broadband Initiative – Collaborate with 24 Maryland Counties and the State to construct 'middle mile' broadband infrastructure using a $115 million American Recovery and Reinvestment Act (ARRA) grant. Administered the County's share of approximately 9.5% of the overall funding allocated and actively coordinated regional shared operating, maintenance, for profit leasing, and data center leasing through the 9-member Inter-County Broadband Network (ICBN).*
2. *National Capital Region (On-going) – Development of Inter-Governmental Solutions for Data Sharing and Communications:*
   NCRNet – Fiber interconnect between MD, DC and VA government networks
   a. *Proof of Concept completed*
   b. *Application implementations – Video Teleconferencing – Completed; CAD-to-CAD – In Progress; Shared GIS – In development and requirements process for the County PSSM initiative for CAD modernization*
3. *Data Exchange Hub (DEH) – Standards development for the base architecture and governance model that enables the development of applications utilizing the federated model for data sharing data between jurisdictions.*
   a. *Monitor the successful implementation of the Virginia jurisdictions in the CAD to CAD data exchange model*
   b. *Begin the implementation of the requirements pursuant to milestones for the Maryland funded (PSIC) GIS data exchange model.*
4. *National Alliances for Public Safety Communications Interoperability*
   a. *Telecommunity – Focus group on activities of the FCC on National Wireless communications plan*
      i. *Public Safety Radio Re-banding*
      ii. *Acquisition and support of D-Block radio spectrum (700Mhz) for National public safety network ("FirstNet")*
      iii. *Defeat of commercial-public safety "flexibility" proposals that would require public safety to share spectrum with commercial users*
      iv. *Ensure local and state government public safety officials are represented on FirstNet Board of Directors*
   b. *Maryland State Interoperability Executive Committee (SIEC) participation*
      i. *Statewide 700Mhz Radio System Implementation*
      ii. *Statewide CAD Implementation*
   c. *All Hazards Consortium (National Capital Region) Executive Steering Committee consultation service to begin the development of a demonstration project that will give Montgomery County the attention deserved as one of the leading Public Sector agencies promoting the use of technology along with business process re-engineering to improve Health Care and Health Services offered at the local level.*

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8) Environmental Stewardship:

Department actively makes appropriate changes to workplace operations, workflow, employee behavior, equipment use, and public interactions to increase energy-efficiency, reduce its environmental footprint, and implement other environmentally responsible practices.

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a) *63% decrease in print and mail expenditures*
    (Source: CountyStat)
b) *23% decrease in paper purchases (measured in total sheets of paper)*
    (Source: CountyStat)
c) *List your accomplishments and/or expected results (Source: Department)*

The Department of Technology Services continued to be a major steward of the environment by practicing and advocating 'Green IT'. DTS has continued to maintain and advance processes to improve the environment through an aggressive implementation of "Virtual Servers". In addition, DTS stepped up efforts on fostering a 'Green environment' in other areas. DTS continues to see benefit from the enterprise policy established to shutdown all PC's on a weekly basis for weekend power savings of 25%. While one of the original requirements of this initiative was to apply workstation patches and fixes, the power savings from the shutdown were an additional benefit to the County and the environment by reducing power consumption by 60%.

Additionally, DTS has been a creative partner in the County's environment improvement plan through its reduction in paper usage and printing. In addition to reducing internal needs for paper consumption, DTS moved to requiring all network printers to be capable of printing duplex, thereby realizing significant improvements in overall paper usage. We then disseminated this to other departments for similar gains.

DTS also continues its environmentally friendly activities in the desktop environment. The current and ongoing contracts for desktop replacement include a disposal process which follows national recycling and redistribution of technology standards.